MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2015/2016

BTD3034 – TRAINING AND DEVELOPMENT

(All sections / Groups)

9. March 2016
9.00am – 11.00am
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **FOUR (4)** pages with **TWO (2)** Sections only.
2. **Section A: ONE (1)** Case Study. Attempt **ALL** questions.
   Section B: FOUR (4) Structural Questions. Attempt **THREE (3)** questions.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY

SIEMENS: TRAINING AND DEVELOPMENT AS A STRATEGY FOR GROWTH

Siemens is a one of the largest electrical and electronics engineering companies in the world. Every year it employs 20000 people in UK. In addition, Siemens UK invested a huge amount of money only on research and development, because their business focused on 'innovation'. Therefore, for growth of their business, Siemens needs people with first class level of skill, knowledge and capability in engineering, IT, business and other relevant field. Siemens Company's strategic planning includes workforce planning, and it is a systematic process for identifying the human capital required to meet company's goals and developing the strategies to meet these requirements.

Workforce planning helps an organization to estimate its future workforce requirements and calculate the numbers, nature and sources of potential employees who might meet that demand. In other words, it is about getting the right number of people, with the right skills, in the right place and at the right time. Such as workforce planning enables Siemens to inspect its present staff numbers and the skill it has in place as well as identify where it has skill gaps needed to meet its business objective. Therefore, workforce planning actually enables Siemens to identify the future and present gap of skill, talent and opportunity, so that Siemens can go training programs. Every workforce planning has a similar kind of model like:

Environment Scan: Siemens can analyze the new environment where they are going to shift their production plan to another city or place. Such as, they are relocating its main plant in Lincoln to a bigger site outside the main city. Therefore, they have to analyze the environment of new place to identify what kind of skill is in need. Because, every new place contains new opportunity and at the same time it needs new skill, extra staff and technology.

Current Workforce Profile: Siemens have to analyze what kind of resource they have and they are creating their current workforce profile, for example what kind of technologies do they have and what sort of skill their staffs have.

Future Workforce View: Then they are identifying their future workforce planning, such as what kind of technologies they should introduce or what type of training their employee should need.

Analysis and Targeted Future: When they are analyze their requirements of training, and then they can set an expected future or business objective for them.

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Closing the gaps: After analyzing their training needs, they can minimize and close their gaps by implementing effective training programs. Analyzing training needs can be two types: these are Task analysis and Performance analysis. Siemens can assess their new employee's training need in and asses their current employees training needs. Because of their business is focuses on innovation, so it needs to predict and gradually respond to continuous change in new business environment. For example, Siemens attention is now focus on wind turbines and renewable energy source because of climate change and growing importance on carbon footprint. Therefore, Siemens needs to hire more employees with eligible skill or give training to existing employees to develop with new skills that can match with wind turbine operating.

Siemens is extending their business. They also plan to provide security, healthcare provision, media and communication technology business. Therefore, if they want to come up with positive result, they should employ new people or train existing employees with right skills. By workforce, planning Siemens can maintain competitive advantage and establish a channel of talent and minimization of knowledge gap by giving retirement of old employees and fill this gap by promotion of existing employees. In this way, workforce planning enables Siemens to identify its training needs.

Source:

Milan Padariya (2012). Training and development as a strategy for growth. http://www.academia.edu/5526898/SIEMENS_Training_and_Development_Case_Study_Solution

QUESTIONS

a) Workforce planning enables Siemens to identify its training needs. Describe **FOUR (4)** purpose of a needs analysis.

(10 marks)

b) Explain **FOUR (4)** benefits which Siemens can attain through training and development?

(20 marks)

c) Explain **FIVE (5)** steps that Siemens can apply in measuring the effectiveness of its training and development.

(10 marks)

(Total: 40 marks)

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SECTION B: STRUCTURED QUESTIONS

QUESTION 1

a) Explain the value and importance of understanding theory.

(6 marks)

b) Explain all the component of learner cognitive processes in social learning theory.

(14 marks)

(Total: 20 marks)

QUESTION 2

a) Explain **THREE (3)** types of analysis when conducting Training Need Analysis.

(12 marks)

b) In General Open System, there is an input, process, and output component. Explain the "process component" for the Training Needs Analysis (TNA).

(8 marks)

(Total: 20 marks)

QUESTION 3

a) Outline the Transfer of Training (TOT) model that understand the factors necessary to support this type of transfer to occur.

(10 marks)

b) Based on the model that you draw, explain the external factors that support the training transfer.

(10 marks)

(Total: 20 marks)

QUESTION 4

Continued...

a) Describe the purpose of learning objectives and list **THREE (3)** benefit of learning objective to the trainess.

(6 marks)

b) The term training objectives refers to all the objectives that are developed for the training program. Explain **FOUR (4)** types of training objectives.

(14 marks)

(Total: 20 marks)

End of paper...